

To: Brewster, Bruce, John, Harry

Fm: Nick

6/22/95

Planning Schedule and What we signed up for

Here's a first cut at several documents which need to be flushed out for next week's meeting: I'll in general try to drive the writing process so keep things crisp, measurable and consistent. Even though my name isn't next to many things until we get down to the numbers, I'd like to have an almost daily dialogue with everyone on their individual sections-- the time frame we signed up for is pretty aggressive.

1. Plan 95 Schedule. We'll flush this out and add date commitments on Wednesday (6/29)
2. Table of Contents. Should give you a feel for what the plan will end up having in it. The table of contents comes pretty close to what would be in a formal business plan which could be used for fund-raising. We're **not** going to be writing to that level of "polish"- each of the narrative sections should be short, punchy and only go beyond "bullets" where necessary to make understanding clear-- Strategy section should be more narrative than bullets.
3. Corporate objectives. I've written a few-- mainly to demonstrate the format-- whoever has his name next to an objective in the Schedule should adjust the already written objectives as appropriate-- content, date commitment, etc.
4. Administration Objectives. This is an example of departmental objectives - notice that they are over and above those on the Corporate Objectives List. If you have primary ownership for a Corporate Objective, we'll include it on your "departmental objectives" when we publish the document
5. Technology Strategy- this is only the categories we discussed in the planning meeting-- really needs expansion-- same will hold for Distribution, Partnering, etc.

WAIS, Inc.
Plan 95--Schedule
June 22, 1994

1. Publish Mission Statement and Philosophy Narrative

Brewster 6/28

2. Publish strategy descriptions for:

a. Technology

Brewster 6/28

b. Distribution

6/28

Bruce

c. Partnering

Brewster 6/28

d. Marketing

6/28

Bruce

3. Prepare first draft of Corporate Objectives

6/28

a. Technology Evolution

1. Protocols

Brewster

2. Complete Publishing System

John

3. Client

Brewster

b. Distribution

1. Defining Services Processes (implementation;
operations; what the product is)

John

2. How services are taken to market & sold

Bruce

3. International resellers

Bruce

4. Outside distributors

Bruce

5. Government

Bruce

6. Telemarketing

Bruce

7. Protocol Licensing

Bruce

c. Partnering

Brewster

d. Organization Development

Nick

e. Marketing

Bruce

4. Review and finalize Corporate Objectives and finalize Plan 95 schedule

6/29

(Meeting-- Brewster, Bruce, John, Harry, Nick)

5. Develop departmental objectives- major things to accomplish in each

7/1

department, in support of and in addition to Corporate Objectives

a. Development

Harry

b. Marketing & Sales

Bruce

c. Services

John

d. Administration

Nick

6. Publish Product Development Plan,
 a. Product strengths, weaknesses & missing components Harry
 Harry/Brewster
 b. Development Plan Harry
7. Publish outline description of marketing and sales process
 Bruce
8. Publish Preliminary Revenue Forecast Bruce
 (Nick to provide spreadsheet templates)
9. Review and finalize Product Development Plan and Revenue
 All
 Forecast
10. Publish budget guidelines-- headcounts, planning sheets,
 Nick
 expense categories, etc.
11. Prepare discussion outline for Department Activities -- objectives
 and other
 a. Development Harry
 b. Sales & Marketing Bruce
 c. Services John
 d. Administration
 Nick/Brewster
12. Prepare preliminary departmental expense budgets and
 All
 capital budgets
13. "Roll-up" budgets, prepare preliminary P&L and
 Balance Sheet forecasts, review expense budgets Nick
 and department activity outlines
14. Review preliminary budgets, activities and identify changes All
15. Revise expense budgets and finalize P&L and Balance All
 Sheet forecasts
16. Clean up Plan 95 Narratives-- (strategy statements, product
 plan Objectives, etc.)
17. Publish Plan 95 All
 7/19/94

WAIS, Inc. Plan 95
Table of Contents
June 22, 1995

1. Mission Statement
2. Corporate Philosophy
3. Market Description
 - Segments- products, services
 - Size
 - Competition
 - Customers
 - Technology Changes and Related Products
4. Corporate Strategies
 - Technology
 - Marketing
 - Distribution
 - Partnering
 - Financing
5. Corporate Objectives
6. Products
 - Strengths and weaknesses/missing components
 - server
 - protocols
 - publishing services
 - Development Plan
7. Marketing and Sales
8. Revenue Forecast
9. Organization
 - Organization Chart
 - Headcount Forecast
10. Department Expense Budgets
11. Capital Equipment Budget
12. Financial Forecast
 - Assumptions
 - P&L
 - Balance Sheet
 - Cash Flow

WAIS, Inc. Plan 95
Mission Statement and Philosophy Statement

< get draft mission statement>

< from notes:>

philosophy/vision/wais view

-everyone can be a publisher

-help people make money by publishing on the net

-networks over heirarchies

personal control

-breaking lines of control in information

-creating global collective <distributed?) brain

-give everyone access to the world and everyone in it

-democracy of communities

-wais is not about saving trees or replacing books. it is about a new type of literature coming from a people unleashed from the traditions of publishing.

WAIS, Inc. Plan 95 Partnering Strategy

< from pre meeting statement >

Currently we do not have a "partner strategy", but it would help us to delineate one. This is a list of our current partners to give a background.

A "partner" should be an important relationship with some multiplier effect. What do we want to get out of these important companies? Are we missing something? Are we sleeping with the enemy? What focus would be helpful?

Hardware companies: Intel, Apple, Sun

Client vendors: Ensemble, AppleSearch

Vertical App companies: Helpdesk, library, publishers, CDROM companies

Search engines: Fulcrum, Conquest, PLS

VAR/Integrators: PRC, RJO, NZ, Italy, France

Publishers: DowJones, EB, Scholastic, WestLaw

Foreign subsidiaries: Fujitsu, EB Japan

Network distributors: AOL

WAIS, Inc. Plan 95
Corporate Objectives
June 22, 1995

1. **Evolve the technology to insure that it is current, complete and provides the basis for dominating the Wide Area Network Publishing Industry as measured by:**

PROTOCOLS

- 1.1 Publishing a Protocol Proliferation Plan by July 15, 1994
- 1.2 Publishing a Protocol Design document by August 15, 1994 which addresses how alternative protocols can be integrated or replaced
- 1.3 Developing or partnering a Client prototype by December 15, 1994 which demonstrates the advantages of the WAIS/z39.50 protocol

PUBLISHING SYSTEMS *Production Services*

- 1.4 Publishing a design for a complete "turnkey" wide area network publishing system by July 30, 1994. The design should identify missing components and potential partners and development alternatives.
- 1.5 Having in-house and smoothly operational at least to publishing service bureau operations by ~~November~~ ^{Sept} 1, 1994.
- 1.6 ~~Announcing a complete, scalable turnkey publishing capability by March 1, 1995~~ *1.6 Announce in house*

CLIENT TECHNOLOGY *+ Gateway*

- 1.7 Identifying by July 15, 1994, five of the top client development companies to target as marketing, co-development and demonstration partners and having signed letter of intent partnership arrangements by at least three by August 1, 1994.
- 1.8 Developing and having available to market a client tool-kit by September 1, 1994.
- 1.9 *Chart list: FAX, Kiosk, game machines, copiers (lotus, MS), Gateways (not prodigy computer MS)*
2. **Establish a distribution process for products and services which provides WAIS access to key national and international markets as measured by:**

- 2.1 Telemarketing
- 2.2 Outside distributors
- 2.3 VARS
- 2.4 International Resellers
- 2.5 Protocol licensing
- 2.6 Government applications
- 2.7 Services marketing tools (define the product, define the implementation process and define the operating process)
- 2.8 Sales process and channel identification for services

3. **Implement a partnering program which insures focus on appropriate partners as defined by the Partnering Strategy document.**

4. **Put in place the organizational structure which can take the company through the next two years of rapid growth.**

Revenue projections

WAIS, Inc. Plan 95
Administration Objectives
June 22, 1994

- 1. Implement personnel benefits and administration programs which help the company attract and retain the high-quality people as measured by:**
 - 1.1 Having in place a stock option plan to include guidelines for options granted for categories of employees by August 1, 1994
 - 1.2 Implementing a 401K plan for all employees by August 15, 1994.
 - 1.3 Publishing an employee handbook by September 1, 1994 which covers vacation, sick leave, performance reviews, salary structures, health benefits and other topics.

- 2. Establish financial controls processes which incorporate proactive measurements against budgets and plans and provide a solid foundation for measuring financial performance as measured by:**
 - 2.1 Conducting a review or audit of fiscal 1994 financial results by September 1, 1994
 - 2.2 Beginning to report monthly financial results against Plan 95 targets by August 15, 1994, using "generally accepted accounting principles".
 - 2.3 Implementing a revised management reporting package which addresses cash flow, sales results vs. budget and forecast, departmental spending vs. plan and forecast, appropriate operational targets.

- 3. Establish the process for managing and reporting progress against Corporate and Departmental objectives as measured by:**
 - 3.1

4. Recruiting process
5. Planning updates
6. Facility expansion
7. Contract administration
8. Liability Insurance
9. Order processing

WAIS, Inc. Plan 95
Technology Strategy

June 22, 1994

The technology strategy which guide WAIS Inc. development, partnering and licensing efforts over the next 3 years is as follows:

Use inhouse publishing systems to help drive development by maintaining a representative base of publishing systems: eg. news, corporate presense, etc.

Provide turn-key publishing systems to run out-of-house.

The technical components of our product to be developed or licensed in:

- A database for the documents
- Multiple platform support: eg. Unix, Windows, CDROM
- ~~Multiple protocol support: eg. Z39.50, HTTP~~ *WMM*
- Format conversions of documents and images
- Search engine evolution: multiple languages, more features, better search.

- ~~Large~~ *SGML* document handling? *Message Passage*
- Easy data importing
- Authoring tools?
- *stats, logging, security, billing*
- *in E on server*

Chat Important other aspects:

- Insure relationships with leading client vendors.
- *showcase client gateways strategy*

1. ~~Network server evolution.~~
2. ~~Turn-key publishing capabilities~~
3. ~~Search engine evolution~~
4. ~~Retrieval capabilities~~
 - Adapt to as many formats as possible (SGML, Acrobat, MSWord, Wordperfect, etc)
 - Handle integration of large documents really well
5. ~~Indexing~~
 - Respond to custom indexing, parsing
 - Handle SGML
6. ~~Protocols~~
 - Proliferate
 - Expand to encompass HTML, etc
 - Insure position with leading Client Vendors

*Protocol: Driving
multiple protocol support: Z39.50 + HTTP
Z39.50 leadership*